



DEFENSE SYSTEMS MANAGEMENT COLLEGE 1997 CATALOG



A MEMBER OF THE DEFENSE ACQUISITION UNIVERSITY CONSORTIUM

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Quick Reference by DAU/DSMC Course Number

DAU Course	DSMC Course	DSMC Course Title	Page No.
ACQ 101 ¹	FSAMC	Fundamentals of Systems Acquisition Management Course	51
ACQ 201 ¹	ISAC	Intermediate Systems Acquisition Course	54
BCF 301 ¹	BCEFMW	Business, Cost Estimating, and Financial Management Workshop	45
BFM 102 ^{1,2,3}	CPMFC	Contract Performance Management Fundamentals Course	46
BFM 201 ^{1,3}	SAFMC	Systems Acquisition Funds Management Course	60
BFM 203 ^{1,2}	ICPMC	Intermediate Contract Performance Management Course	52
BFM 204 ¹	CFAMC	Contractor Finance for Acquisition Managers Course	47
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LOG 201 ¹	IALC	Intermediate Acquisition Logistics Course	52
PMT 202 ²	MPMC	Multinational Program Management Course	56
PMT 203 ²	ISTT/CC	International Security and Technology Transfer/Control Course	55
PMT 302 ¹	APMC	Advanced Program Management Course	42
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PMT 304 ²	AIMW	Advanced International Management Workshop	41
PMT 305 ²	PMSC	Program Managers Survival Course	57
PMT 341 ²	SACPC	Systems Acquisition for Contracting Personnel Course	59
PQM 301 ¹	APQMC	Advanced Production and Quality Management Course	41
SAM 101 ^{2,3}	BSAMC	Basic Software Acquisition Management Course (Correspondence only)	45
SAM 201 ²	ISAMC	Intermediate Software Acquisition Management Course	53
SAM 301 ²	ASAMC	Advanced Software Acquisition Management Course	43
SYS 201 ¹	ISPRDEC	Intermediate Systems Planning, Research, Development and Engineering Course	54
SYS 301 ¹	ASPRDEC	Advanced Systems Planning, Research, Development and Engineering Course	44
TST 101 ¹	IAWTEC	Introduction to Acquisition Workforce Test and Evaluation Course	56
TST 202 ¹	ITEC	Intermediate Test and Evaluation Course	55
TST 301 ¹	ETEMC	Executive Test and Evaluation Management Course	51

¹ Mandatory Course for Certification

² Assignment-specific Course

³ Correspondence Course Available

⁴ Continuing Education

⁵ Specially Tailored Workshops



Introduction



Richard A. Black
BG, USA
Commandant



Edward Hirsch
BG, USA (Ret)
Provost and Deputy

This year the Defense Systems Management College (DSMC) begins its second quarter century as the world's premier school for acquisition and systems management education. It is DSMC's mission to promote and support the adoption and practice of sound systems management principles by the acquisition workforce. The College accomplishes this through education and training, research, consulting, and information dissemination.

The College was established in 1971 by the late David Packard for "the specific purpose of making substantial improvement in the capability and effectiveness of managers for the important development and production programs of the Department of Defense." He recognized that the acquisition workforce needed "a College of high distinction where the best of modern management practices are taught..." and "a center of research for the improvement of managerial practices." As a result, DSMC responded to this direction with the establishment of the 20-week Program Management Course, which formed the nucleus of a growing academic program.

Opposite page: Deputy Under Secretary of Defense for Acquisition Reform, Mrs. Colleen Preston, passes the Defense Systems Management College colors to BG Richard A. Black, USA, in a Change of Command Ceremony held at DSMC's main Fort Belvoir campus on March 28, 1996.

Secretary of Defense William J. Perry speaks at DSMC.



In 1971 DSMC had only 60 students, but began to establish itself as a College of high distinction and the academy of management for all four Services. As the pace of technological change increased through the '70s, the nation realized that defense acquisition needed to be streamlined. Major initiatives such as the President's Blue Ribbon Commission on Defense Management and the Goldwater-Nichols DoD Reorganization Act were reflected in the growth of DSMC. In 1986 Congress recognized the key role of acquisition education and made attendance at the Program Management Course mandatory for future program managers. Today, the College graduates over 9,000 students per year in more than 30 courses, ranging in length from 3 days to 14 weeks.

The pace of acquisition reform has accelerated in the decade of the '90s. The Federal Acquisition Streamlining Act, the Federal Acquisition Reform Act, and the new DoD 5000 documents are just a few of the major changes that have affected the acquisition workforce and made tremendous demands for continuing education and regular updates for all acquisition professionals. Currently, DSMC is responding to this need with a combination of core integrated courses, specialized courses, consulting, and online information

Building 202, main campus Fort Belvoir, Virginia.





BG Richard A. Black, USA, and Dr. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology, keynote speaker at DSMC's Twenty-Fifth Anniversary.



Left to right: Director, Acquisition, Education, Training, and Career Development, Dr. James McMichael; President, Defense Acquisition University, Mr. Thomas M. Crean; and LTG August Cianciolo, USA (Ret) attend DSMC's Twenty-Fifth Anniversary.

dissemination. The major integrated courses include the Fundamentals of Systems Acquisition Management Course (FSAMC), Intermediate Systems Acquisition Course (ISAC), and the Advanced Program Management Course (APMC).

The combination of Level I functional courses and FSAMC provides the new members of the workforce with the basic body of knowledge they need to develop and grow in the acquisition workforce. After gaining knowledge and experience in their functional field, the typical workforce member will attend ISAC. This is the flagship course for Integrated Product Teams (IPT) or Integrated Product and Process Development Teams (IPPD). In ISAC, students learn enough about the other functional disciplines to be effective members of an IPT or IPPD. Following ISAC, additional functional courses, and several more years of work experience, acquisition professionals who wish

to reach Level III in the program management career field attend APMC. Graduates are capable of filling primary positions on program management staffs, operating as division chiefs in program offices, and acting as team leaders of IPTs/IPPDs.

The first team of Baldrige Examiners to conduct an on-site visit to a government agency gathers for a group shot at DSMC. The College participated in the 1995 Malcolm Baldrige Pilot Program in Education.



Left: Deputy Under Secretary of Defense for Acquisition Reform, Mrs. Colleen Preston, receives a personalized copy from author and professor Mr. Wilbur Jones of his new book *From Packard to Perry*, a history of DSMC in the past 25 years, presented at DSMC's Twenty-Fifth Anniversary Celebration.



Below: The College graduated 420 students of APMC by awarding a symbolic diploma to the Class President, Mr. Douglas Newberry (center), a member of the U.S. Navy Senior Executive Service. On hand to award the oversize diploma was BG Richard A. Black, USA, Commandant, DSMC (left), joined by Principal Deputy Under Secretary of Defense (Acquisition and Technology) R. Noel Longuemare (right).





Mr. Norman Augustine, CEO and President, Lockheed Martin (right) confers with students after a Distinguished Guest Lecture.



From left: Lt Gen Charles E. Franklin, USAF, Commander, Electronic Systems Center; Mrs. Darleen Druyun, Acting Assistant Secretary of the Air Force (Acquisition); and Mr. Tony Kausal, DSMC's Air Force Chair, host Air Force/Air Force Association Industry Roundtable at DSMC on August 11, 1995.

These three integrated courses combine with the other Defense Acquisition University (DAU) offerings to provide the primary means of education for the acquisition workforce. However, these courses alone cannot keep everyone current with the yearly changes in policy and practice or the changes in acquisition caused by rapid growth in technology. The four Regional Centers at St. Louis, Boston, Los Angeles, and Huntsville offer opportunities for courses outside the Washington, DC area. In addition, DSMC is developing a variety of distance learning and continuing education offerings that will allow the entire workforce to stay current in this rapidly changing environment.

In addition to education, the original charter gave DSMC research, consulting, and information dissemination missions. The College publishes numerous scholarly research products and hosts a biennial national research symposium. The DSMC

For their important contributions as members of the 5000 Series Acquisition Working Group, over 20 members of the Acquisition Working Group received Letters of Appreciation. Among them was Professor Chuck Cochrane, Faculty Department Chair, Acquisition Policy Department, DSMC. From left: DSMC Commandant BG Richard A. Black, USA; Cochrane; Under Secretary of Defense (Acquisition and Technology) Paul G. Kaminski.



Press publishes and disseminates information through books, guidebooks, technical reports, and program management fact sheets. The bimonthly *Program Manager* magazine and the DAU-refereed journal, *Acquisition Review Quarterly*, provide opportunities for key policy makers to speak directly to the community. Electronic information is provided via the DSMC Home Page (<http://www.dsmc.dsm.mil>). This web site offers updates on acquisition policy, the *Program Manager's Notebook*, and online access to the experts on the DSMC faculty. It can be used to find information on current research into critical acquisition issues and has a section for lessons learned from recent program results.

The DoD policy makers have made major changes in streamlining and reforming the acquisition of defense systems. Much of the burden now falls to the educational institutions and to those in the workforce that must implement the reforms that have been made. The DSMC staff and faculty are committed to maintaining the currency of the acquisition workforce so they can acquire defense systems faster, better, and for less money. We will continue to adapt our courses and methods of delivery to satisfy the needs of our customers through on-site instruction, continuing education, and distance learning so the acquisition workforce can help our nation meet its defense objectives.

Richard A. Black

Richard A. Black
Brigadier General, USA
Commandant



School of Program Management

The School of Program Management plans, schedules, and conducts program management courses and provides executive continuing education to support the acquisition management workforce. Courses include the core courses for Level I, II, and III acquisition professionals, assignment-specific international courses, and executive courses.

The School sponsors the Defense Acquisition University's integrative core courses: the 2-week ACQ 101, Fundamentals of Systems Acquisition Management Course (FSAMC); the 4-week ACQ 201, Intermediate Systems Acquisition Course (ISAC); and the 14-week PMT 302, Advanced Program Management Course (APMC). These courses are all integrated courses involving the various interrelated disciplines of program management. Each course builds on the prior (prerequisite) course to improve the professionalism of the acquisition workforce throughout an acquisition or program management career. We designed the courses to enable the student to develop the levels of competence desired by the Acquisition Management Functional Board.

Graduates of the former Program Management Course (PMC) or the current APMC who are selected for key program management positions involving either Acquisition Category (ACAT) I, II, or III return to DSMC for job-specific enroute courses designed to improve the effectiveness of the newly assigned program managers. The 2-week PMT 305, Program Managers Survival Course (PMSC) focuses on the competency needs of the newly selected ACAT III program manager or deputy program manager. The 4-week PMT 303, Executive Program Managers Course (EPMC) is designed to meet the learning and performance needs of newly selected program executive officers and ACAT I and II program managers/deputy program managers.

The College provides continuing education in program management by open registration to prior graduates for the APMC electives, by the 2-week Executive Refresher Course (for O-6, GM-15 graduates of



Robert Vernon
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Dean



Dr. Alan W. Beck
Associate Dean

the former 20-week PMC or the current 14-week APMC), by shorter acquisition seminars, and by other educational materials available for self-study.

The 3-week Executive Management Course provides education in acquisition management for military O-6 or GM-15 level executives who have not completed the ISAC, PMC, or APMC. This course combines a current acquisition policy curriculum with an executive learning needs focus.

The Systems Acquisition Management for General/Flag Officers Course provides flag officers and senior executive-level civilians a 1-week, senior-level overview of acquisition management. This course provides an introduction for individuals who must interface with the acquisition business community, and a current policy and best practices update for senior acquisition corps leaders.

International program management courses provide education for professionals who are or will be involved in international acquisition programs. All international courses are 1 week in duration, and are assignment-specific courses. The Multinational Program Management Course (MPMC) (PMT 202) is the introduction to and overview of cooperative development, production, and support. Once each year, normally in Europe, the College conducts the MPMC under the International Defense Educational Arrangement with the United Kingdom, Germany, and France.



Opposite page: Mr. Bill McGovern (standing), MDC staff member, instructs DSMC staff on use of the Management Deliberation Center software operation.

The International Security and Technology Transfer/Control Course (PMT 203) focuses on information and technology transfer/control issues that acquisition personnel must consider with international programs. The Advanced International Management Workshop (PMT 304) is a course focused on the nature, process, procedures, and issues associated with the preparation and negotiation of international cooperative acquisition agreements, normally referred to as Memoranda of Understanding or Agreement.

The College updates its program management curriculum continually, with input from faculty, current and past students, acquisition managers, supervisors of graduates, acquisition career management boards, and functional area advisory boards. The update process, based on multiple input and views on priorities, facilitates continuous course update, reflecting the evolution of the defense systems acquisition management arena. The highly experienced faculty helps students consider best practices, current policy, and different alternatives in the context of the rapidly changing world. Self-directed learning support in the APMC, PMSC, and EPMC allows students to tailor their individual learning needs in areas beyond the core

curriculum. The structured program identifies and coordinates common interests, helps students contact faculty in key interest areas, and enables students to take full advantage of learning resources on and off campus. Students design their own supplementary learning program to fulfill their individual learning objectives from on-campus electives, the Learning Resource Center, library materials and on-line databases, and the many unique acquisition-related personnel and institutions in the Washington, DC area.

EXECUTIVE CONTINUOUS EDUCATION FOR LEADERS (EXCEL) PROGRAM

The EXCEL Program provides executive participants in the systems acquisition community with a process and program that facilitate individually tailored, career-long learning experiences using resources brokered through DSMC. Normally, beginning with the EPMC for major program managers, the EXCEL program assists executive learners via an "Assess/Plan/Do" process to enhance the knowledge and skills needed for their current or anticipated job assignments.

EXECUTIVE-IN-RESIDENCE PROGRAM

In response to a mandate by the Congress, Office of the Secretary of Defense (OSD), and the Services to increase acquisition workforce qualifications, DSMC established the Executive-In-Residence (EIR) program in 1991. Emphasizing the integrative nature of program management, the EIR program added four senior-level, multifunctional program managers to the College's existing faculty of highly qualified functional managers.

These EIRs provide a unique resource of talent to teach and mentor faculty and students, conduct advanced research, and provide executive consulting to the College. Not only were they particularly instrumental in the design and conduct of the new Executive Program Managers Course, but their experience is also applied across the spectrum of DSMC's integrative courses by counseling, facilitating, and advising students on the complex interrelationships in program management and by helping them make the connection of theory to practice. In addition, they provide executive-level consulting to numerous program offices, various OSD working groups and policy groups, and serve on the DoD Acquisition Management Functional Board.



Mr. Frederick L. Ayer
Col, USAF (Ret)



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Mr. Jesse J. Stewart
CAPT, USN (Ret)



Mr. Robert H. Stryjewski
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Academic Programs Division

The Academic Programs Division (APD) serves as the formal interface with the staffs of the Defense Acquisition University (DAU), Service Directors of Acquisition Management, and the Under Secretary of Defense (Acquisition and Technology) within the Office of the Secretary of Defense (OSD). Its responsibilities include developing and coordinating College academic policy, plans, and procedural directives. To identify and meet future requirements, the APD is developing methods to multiply the number of students that can be supported. Serving as the customer interface for acquisition course requirements, the APD also determines customer education needs and assesses how well DSMC is achieving customer satisfaction.

The APD consists of the Academic Requirements Department, the Office of the Registrar, and the College's four Regional Centers.

ACADEMIC REQUIREMENTS DEPARTMENT

The Academic Requirements Department establishes program and budget priorities; positions the College for anticipating changing needs of the future acquisition workforce, including marketing and business development of College products and services; projects student throughput; develops the College calendar for all academic activities; provides customer assessments and feedback on quality of educational products and services; and develops special offerings and projects as directed by the Commandant. The Department is responsible for the College's Corporate and Strategic Planning and coordinates accreditation of DSMC courses with various professional associations, including the American Council of Education. In addition,



Mr. John L. (Jack) Dwyer, Department Head, Academic Requirements Department, consults with Ms. Debbie Gonzalez, Visual Information Specialist, on *DSMC 1995: A Year in Review*.

tion, it serves in a dual capacity as the College's interface with the DAU and as the focal point for the Acquisition Reform Communications Center.

OFFICE OF THE REGISTRAR

The Office of the Registrar provides the full range of admissions services, maintains student records and transcripts, and provides student tracking and statistical information for all DSMC courses. However, requests for short-course special offerings are handled by the Regional Center liaison at (703) 805-5142 or DSN 655-5142.



Samuel D. Brown, Jr.
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Mr. Wilson "Chip" Summers
Associate Dean



Mr. John L. "Jack" Dwyer
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Academic Requirements
Department



Mrs. Karla Reed
Registrar

Regional Centers

The Regional Centers are a vital part of DSMC and are located at major acquisition management centers. Nearly half of all DSMC students attend the Regional offerings. The Regional Centers offer several short courses, which are listed below:

- ◆ Executive Test and Evaluation Management Course (ETEMC)
- ◆ Fundamentals of Systems Acquisition Management Course (FSAMC)
- ◆ Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC)
- ◆ Intermediate Systems Acquisition Course (ISAC)
- ◆ Systems Acquisition Funds Management Course (SAFMC)

The Regional Directors have practical and teaching experience in the program management life cycle from concept exploration/definition phase through the entire program management life cycle, culminating in production, deployment, operations, and support. They are available and can provide consulting services for their customers. In addition, the Regional Directors offer special seminars and presentations to the acquisition community such as Design to Cost and Accelerated Learning. Regarding mandatory training as specified by DoD Career Development Program for Acquisition Personnel (DoD 5000.52M) and as described in the Defense Acquisition University Catalog, they remain an excellent source of information.



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Mr. Joseph H. Schmoll
Director

Research, Consulting, and Information Division

The Research, Consulting, and Information Division (RCID) develops vital new knowledge in Defense Acquisition Management Education through long-term studies that aim to improve DoD Systems Acquisition Management. The Division also assists senior DoD acquisition executives with exemplary consulting services that include locating available experts, professional advice, and other assistance from College-wide assets. The knowledge gained from these studies and consulting tasks are disseminated through a variety of media designed to make relevant information available to the acquisition community. Products of DSMC research are included in reports for DoD executives and the Acquisition Community, electronic publications available on the DSMC World Wide Web (www) Home Page, and printed publications.

The Division develops its program initiatives through consultation with DoD executives, DSMC faculty, and members of the worldwide systems acquisition community. Its products and services can greatly enhance the ability of acquisition professionals to prepare for the changing acquisition environment; assess the impact of these changes on acquisition policy, issues, or programs; and respond in an efficient and timely manner.

Highlights of the Research, Consulting, and Information Division accomplishments in the past year are listed below:

- ◆ **DSMC Home Page** came online in September 1995. This service provides, via the Internet, the dissemination of a wide variety of DSMC products. The DSMC Home Page can be accessed by using the following link or Uniform Resource Locator:

<http://www.dsmc.dsm.mil>

Contact Mr. James Dobbins, Associate Dean for Information Dissemination, at (703) 805-5419 or DSN 655-5419, for more information concerning the **DSMC Home Page**.

- ◆ **Research on Ongoing Acquisition Research (ROAR)** became available as a link to the DSMC Home Page in December 1995. **ROAR'n (ROAR** via the 'net) is a simple point-and-click Internet navigator for cutting through DoD's unique database covering thousands of summaries about projects and studies on today's acquisition issues. **ROAR'n** belongs to the DoD acquisition community. Policy makers, their staffs, and acquisition researchers can access **ROAR'n** via the DSMC Home Page. The database covers thousands of active and recently completed acquisition projects worldwide.



Dr. James E. Price
Dean



Mr. Calvin Brown
Associate Dean for
Research



Mr. Daniel G. Robinson
Associate Dean for
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Mr. James H. Dobbins
Associate Dean for
Information Dissemination



Contact Mr. James Abellera, Professor of Research, at (703) 805-5402 or DSN 655-5402, for more information concerning **ROAR'n**.

♦ **Survey Design, Assistance, and Data Analysis Support.** In an effort to determine the success of a recently implemented acquisition reform initiative regarding the Integrated Product Teams (IPT), RCID provided survey design, assistance, and data analysis support to the Under Secretary of Defense (Acquisition and Technology). The College was sought for our survey development expertise to assist OSD and the Services in designing a survey to assess the recent implementation of the IPT process. This involved bringing the major players to DSMC in the Management Deliberation



Center and determining the customers' needs; developing a succinct survey assessment; administering the survey; analyzing the data; and providing an outbrief of survey results to the customers. Information from the data analysis was briefed by the Deputy Under Secretary of Defense (Acquisition Reform) to the Program Executive Officer (PEO) Conference held at DSMC in March 1996. Since that time, OSD has requested DSMC's assistance in other upcoming surveys assessing the implementation of other acquisition reform initiatives.

Contact Mr. Calvin Brown, Associate Dean for Research, at (703) 805-5404 or DSN 655-5404, for more information on **RCID Survey Design, Assistance, and Data Analysis Support**.

Dr. Henry Alberts and Congressman Tom Davis (R), VA, talk at the DSMC Alumni Symposium.



During a campus tour, the Board of Visitors visits the **ROAR** site for a demonstration by Mr. James Abellera.



RESEARCH

The DSMC Research mission's fundamental purpose is to improve the DoD acquisition process and its management. Within the RCID, the Research Team manages support for the overall program of applied acquisition research at the College. The team develops innovative solutions for today's acquisition-related issues while actively investigating tomorrow's policy issues.

Recognizing that exemplary research is the key to acquisition knowledge and process improvement, the Research Team supports a variety of research-related activities, including the following:

- ◆ faculty research training;
- ◆ faculty research proposal evaluation process;
- ◆ the design of new management techniques for use by program management offices; and
- ◆ the formulation of acquisition policy alternatives.

Research is conducted by faculty members and selected students. Cooperative research is vigorously promoted with outside professionals in systems acquisition management. Potential cooperative researchers include members of the Service academies, federally funded research centers, and other academic institutions. The Associate Dean for Research manages these endeavors, which span the following:

- ◆ Program Management
- ◆ Acquisition Strategy
- ◆ Contract Management
- ◆ Competition
- ◆ Productivity
- ◆ Technical Support Services
- ◆ Mission Effectiveness



The DSMC Press publishes or distributes electronically the results of this research. Listed below are paragraphs providing a brief overview of a select few of the RCID research programs available at DSMC:

- ◆ The **1997 Acquisition Research Symposium** is the seventeenth in a series of conferences that started in 1972. The College will co-host this major biennial event next scheduled for June 25-27, 1997, under the sponsorship of the Deputy Under Secretary of Defense (Acquisition Reform). The primary purpose for the Symposium is to develop candid, open discussions among government, industry, and academia regarding major concepts, policy, issues, and procedures of concern to the acquisition community. Secondly, the Symposium provides a dynamic forum for the discussion of recent research efforts and major thrusts (e.g., Acquisition Reform) in the field of acquisition management. The 1995 Symposium had close to 400 attendees, including approximately 200 government, 150 industry, and 50 from academe. *Contact Ms. Joan Sable, DSMC Program Chair, at (703) 805-5406 or DSN 655-5406 for more information on this Symposium. The College will distribute the 1997 Call for Papers in September 1996, with a February 1997 deadline.*
- ◆ The **Military Research Fellowship Program** was chartered by the Under Secretary of Defense (Acquisition) in 1987 to enhance DSMC capabilities. This 11-month program provides professional military education to selected officers and develops new and innovative concepts for systems acquisition management. This joint fellowship program is a unique opportunity for these selected



Ms. Joan Sable meets with Research Fellows, Lt Col Robert L. Tramine, USAF; CDR Patrick F. Cromar, USN; and LTC Anthony G. Wiley, USA, to discuss lessons learned on a Fellows' book.



DAU broadcasts satellite briefings largely under the direction of COL Sharolyn Hayes, USA, Director ARCC (behind camera), and Dr. Larry Lerer, Broadcast Director (seated).

officers to supplement DSMC research goals and to impact the defense acquisition process. The program begins in August of each year and continues through the end of June of the following year. The first month is spent at DSMC for an orientation to the program as well as the staff and faculty of the College.

The Fellows then participate in an 11-week Program for Management Development at the Harvard University School of Business. Upon completion of the Harvard course, the Fellows report back to DSMC for the final 7 months to complete their research effort.

Excellent research publications result from the efforts of each fellowship group. The 1995-96 Research Fellows project is examining exploitation of the digital environment within the defense acquisition community and the barriers that are faced by program managers. This research effort is designed to provide a guide to program managers on the advantages and integration techniques available within the digital environment. A final report should be available in October 1996. The next group of Military Research Fellows will report to DSMC on August 5, 1996. *For more information on this program, please contact Ms. Joan Sable, Fellowship Program Coordinator, at (703) 805-5406 or DSN 655-5406.*

♦ **Cadet Summer Research Program.** The Division also sponsors an innovative program that allows Service Academy students to intern with acquisition professionals. Program participants are exposed to a variety of acquisition-related tasks and contribute to active DSMC acquisition research projects. These students reside at DSMC during the 6-week program and are assigned to assist a specific DSMC faculty or staff member who acts as their mentor.

This research program, which was initiated in 1994, is made possible through a research extension agreement that RCID established with the Air Force Academy. The Division plans to establish a similar agreement with the U.S. Military Academy. Once these agreements are in place, the program will be expanded to include a student from each academy. *If you have any questions concerning this program, please contact Mr. Calvin Brown, Associate Dean for Research, at (703) 805-5404 or DSN 655-5404.*

The next Acquisition Research Symposium will be June 25-27, 1997.



CONSULTING SERVICES

The Division's consulting mission is twofold. The first is to assist senior DoD acquisition executives with exemplary consulting services. The second is to provide a formal process for developing faculty awareness and competencies relating to acquisition consulting. Consulting services are designed to promote long-range readiness for customer organizations. The DSMC Consulting Team develops skills and abilities throughout the customer base to enable the customers to enhance their own job performance. Typical consulting products include:

- ◆ organizational effectiveness and action planning;
- ◆ high-performance leadership and modeling;
- ◆ corporate planning methodologies and operations;
- ◆ reengineering organizations through product-line identification and process analysis;
- ◆ conducting transition of command;
- ◆ program review methodologies, strategies, and operations; and
- ◆ technical analysis and evaluation of contract activities for program managers and litigation support organizations.

By providing educational workshops and field experiences for faculty members, the Consulting Team ensures that the DSMC faculty remain well-informed about current acquisition challenges and issue resolution. This information is then integrated into the DSMC curriculum and passed on to the acquisition community by DSMC graduates.

Representatives from the Defense Acquisition University use the Management Deliberation Center as part of their process action team exercise.



The RCID Consulting Team develops and manages two key programs that serve to improve defense acquisition management through the introduction of computer-aided program management and group technology support tools. The Division's Consulting Programs consist of ongoing or recurring activities that are designed to increase acquisition program management capabilities. These Consulting Programs provide the consulting team with the necessary tools to assist DoD acquisition executives. Current RCID Consulting Programs include the following:

- ◆ **Group Deliberation Support.** The development and management of tools and services which provide group process enhancement support to the acquisition community.
- ◆ **Management Deliberation Center (MDC).** A state-of-the-art facility in which various methodologies for group deliberation are enhanced with leading-edge technology to produce a cohesive group problem-solving and process improvement environment. The MDC is designed specifically to assist groups in dealing with complex managerial problems. The technology provides computer-based aids for group consensus building and decision making. In addition, the MDC assists groups involved with results-oriented goal identification. It achieves this by helping group members to:
 - be productive, active participants;
 - develop consensus and to focus more effectively on important issues;
 - reduce time spent in meetings and to keep meetings on track;
 - document group efforts; and
 - improve the quality and efficiency of group efforts through enhanced Quality Management.

The Division's consulting services also include assisting DoD acquisition executives and managers to locate available experts, professional advice, and other assistance from College-wide assets. In addition, the Division's electronic Research on Ongoing Acquisition Research (**ROAR**) system helps DSMC customers find similar assets and points of contact on a nationwide basis. Please contact Mr. Daniel Robinson, Associate Dean for Consulting, at (703) 805-5420 or DSN 655-5420, for more information on these consulting services.

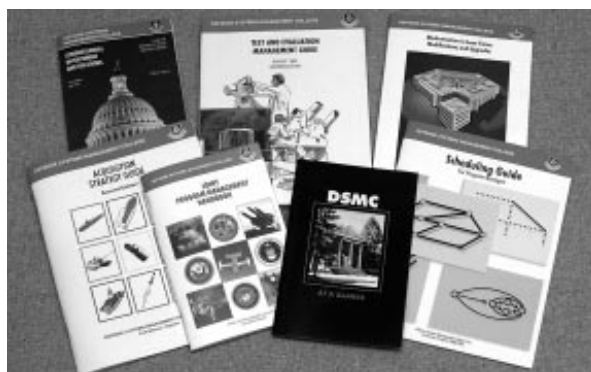
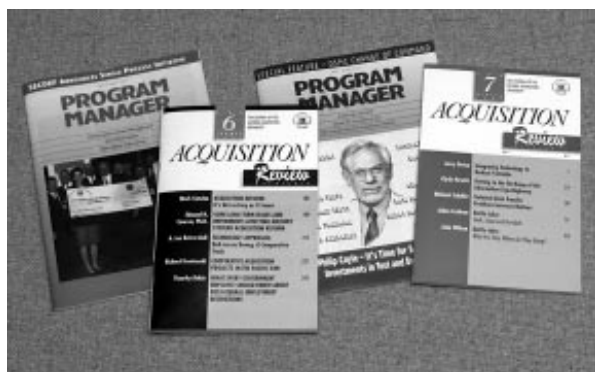
INFORMATION DISSEMINATION

The RCID's Information Dissemination mission is to initially identify its various customers' expectations and requirements for acquisition information and then to capitalize on emerging technology to meet those needs.

Successfully accomplishing this mission involves continually pulsing the DoD acquisition community to identify evolving information needs and manage projects and processes that result in satisfying those

requirements. The Division encourages and materially supports relevant research projects and studies, and facilitates the publication of information vital to the acquisition community's interests. The information dissemination function embraces a forward-looking view and meets its objectives by stimulating the College faculty and student body to pursue initiatives, to publish ideas, and to adopt innovative information dissemination methods.

For more information on these efforts, contact the Research, Consulting, and Information Division at (703) 805-2289, DSN 655-2289, or Fax (703) 805-3856.



Top: Editor James K. Wittmeyer; Editorial Assistant Norene Blanch; and Executive Editor Dr. James E. Price, RCID Dean, discuss a future issue of the *Acquisition Review Quarterly*.

Left: Visual Information Specialist Jeanne Elmore and Associate Dean for Information Dissemination James H. Dobbins check DSMC Home Page files.

Faculty Division



Mr. Richard H. Reed
Dean of Faculty



Ms. Molly V. Parker
Associate Dean of Faculty



Mr. John T. "Tim" Shannon
Associate Dean of Faculty

Our objective is to have a highly qualified professional faculty capable of providing world-class education, research, and consulting in the various disciplines of acquisition management. Although the majority of the College's professors are assigned to one of the 13 functional departments of the Faculty Division, these professors work closely with the executive directors and professors of the other divisions and with the multiple course directors to accomplish the various missions of the College.

The education mission involves the numerous aspects of delivering any educational course offering, including curriculum development, teaching that curriculum, and advising students on a routine basis. The majority of course offerings at the College involve members of the Faculty Division.

Faculty members are also expected to conduct research in areas of interest to the acquisition community, such as topics or projects suggested by DoD acquisition organizations external to DSMC. The faculty also initiates research within their individual specialty areas as part of their professional development activities. We encourage faculty members to publish the results of their research efforts in professional and Service journals.

Lt Col James L. Craig, Jr., USAF, Chairman, Software Management Department (right), discusses teaching tools with Dr. Carl Clavadetscher of Information Resources Management College.



For the consulting mission, a limited number of faculty members work long-term, policy-level consulting assignments through the Research, Consulting, and Information Division. The faculty also provides consulting assistance to offices involved in systems acquisition throughout the government. As part of faculty development and to maintain currency, faculty members are in close liaison with military departments, other educational institutions, industry and business organizations, and professional societies.

The College recruits faculty members primarily from long-term acquisition professionals within all the military Services, other government agencies, and industry. They train as educators early in their tenure at the College through a comprehensive faculty development program that enhances teaching, research, and consulting skills. In addition, the College provides faculty members professional development opportunities, including working toward appropriate doctoral degrees, extensive involvement with professional societies, and developmental assignments with noneducational acquisition organizations such as program management offices.

The profile of a typical DSMC faculty member shows an extensive systems acquisition experience level of 12.7 years. Engineering and business management disciplines constitute the primary areas of academic expertise. Most faculty members have at least one master's degree – many have two, and the number with a doctorate continues to increase as a direct result of an aggressive faculty development program.

The Faculty Division consists of 13 departments and approximately 128 professionals. The following page shows the departments and their Chairs.



A.



B.



C.



D.

- A. Mr. Charles "Chuck" B. Cochrane
Acquisition Policy Department
- B. Mr. William "Bill" A. Erie
Contractor Finance Department
- C. Lt Col Peggy Simek, USAF
Contract Management Department
(Acting)
- D. Mr. Frederick J. Manzer
Cost and Schedule Management
Department



E.



F.



G.



H.

- E. Dr. Anthony "Tony" A. Scafati
Education Department
- F. Mr. J. Gerald "Gerry" Land
Funds Management Department
- G. Lt Col Mark E. Fantasia, USAF
Logistics Support Department
- H. Dr. Donald S. Fujii
Managerial Development Department



I.



J.



K.



L.

- I. Mr. William T. Motley
Manufacturing Management
Department
- J. Mr. Paul T. McMahon
Principles of Program Management
Department
- K. Mr. John R. Snoderly
Systems Engineering Department
- L. Lt Col James L. Craig, Jr., USAF
Software Management Department
- M. Mr. Paul A. Alfieri
Test and Evaluation Department



M.

Division of College Administration and Services



Charles W. Westrip, Jr.
COL, USA
Dean



Mr. David L. Scibetta
Deputy Dean

The Division of College Administration and Services provides quality logistical, operational, administrative, and informational services to the College. Its responsibilities include general day-to-day business management and functional support operations for the College. Major functions include:

- ◆ financial and manpower planning and management;
- ◆ industrial operations support, including supply and equipment accountability management;
- ◆ procurement and contracting for services and material;
- ◆ civilian and military personnel administration support for students, staff, and faculty;
- ◆ protocol assistance to the Commandant, staff, faculty, and students;
- ◆ desktop publishing and design; exhibits; photography, and editing of the *Program Manager* magazine, *Acquisition Review Quarterly* journal, various acquisition guidebooks, and marketing brochures in support of the DSMC curriculum;
- ◆ duplicating and printing coordination, services, and associated automation support;
- ◆ information, reference, and learning resource services for students, staff, and faculty;
- ◆ daily operation, upgrade, and long-range planning for all buildings and facilities;
- ◆ audio, television production and recording, and equipment maintenance in support of the missions and curricula;
- ◆ automation equipment installation and maintenance; and
- ◆ computer operation and management of information processing for both classroom and College administration.

THE RESOURCE MANAGEMENT DEPARTMENT

The Resource Management Department manages the annual College budget. The Department also automates the total planning and accounting process on a line-item basis for the budget year, the program year, and 6 planning years.

THE CONTRACT AND LOGISTICS OPERATIONS DEPARTMENT

The Contract and Logistics Operations Department procures all supplies, furnishings, and equipment and contracts for all services, including research studies. Services include equipment rental and maintenance, automated data processing services, facilities repair and upgrade, contract faculty services, and student and faculty field trip travel and accommodations.

THE HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT

Under the management of the Human Resources and Administration Department, the Military Personnel Services Office provides military personnel services and administrative support for Army, Navy, Air Force, and Marine Corps staff, faculty, and student personnel. Likewise, the Civilian Personnel Services Office also supports staff and faculty with various civilian personnel-related administrative actions and programs.





PROTOCOL

The Division provides assistance and advice to the Commandant, staff, faculty, and students regarding protocol for ceremonies, social functions, and visits by distinguished guest lecturers and visitors.

THE VISUAL ARTS AND PRESS DEPARTMENT

The Visual Arts and Press Department edits and designs a variety of publications, including the DSMC Catalog, DSMC Annual Report, special publications, and various other documents and brochures for internal and external use. Currently, over 19,000 copies of DSMC's bimonthly *Program Manager* magazine and nearly 14,000 copies of the Defense Acquisition University's (DAU) *Acquisition Review Quarterly* journal are printed each issue. In FY 95, over 45,500 guidebooks were printed; of these, 16,200 represented 9 new guidebook topics in FY 95. Publications are distributed by DSMC, the Government Printing Office (GPO), and the Defense Technical Information Center. Many are now available on the DSMC Home Page.

The Department also conducts interviews with key Office of the Secretary of Defense (OSD) principals; provides press coverage for acquisition-related OSD



conferences, off sites, councils, and symposia; and disseminates policy and acquisition reform initiatives generated by OSD's senior leadership. The College's bimonthly magazine, *Program Manager*, and quarterly journal, *Acquisition Review Quarterly*, are the media by which senior DoD acquisition leaders and policy makers communicate their initiatives and priorities to practitioners, educators, students, and the professional acquisition workforce at large.

In addition, the Department provides photographic support; in-house design and production; prepares charts, graphs, visual aids, and certificates; creates marketing products and builds exhibits; and prepares engraving and framing for the College and other agencies it supports, including DAU and OSD.

THE PRINTING AND DUPLICATING SERVICES DEPARTMENT

The Printing and Duplicating Services Department ensures each final product is complete and in proper sequence, including text, graphics, and diskettes; folios the camera-ready copy; and prepares print specifications before forwarding jobs to the GPO. In addition, the Department advises and instructs customers on the automation procedures necessary for download-

Past commandants visit the Duplicating Department during DSMC's Twenty-Fifth Anniversary.



ing documents into its digital printing Lionheart™ System. The Department prints virtually all instructional materials and paper copies of visual aids provided by the faculty to students.

THE DAVID D. ACKER LIBRARY

The David D. Acker Library provides information and reference services to DSMC students, faculty, and staff. The Library maintains an extensive collection of books, newspapers, journals, microfilm, and CD-ROM publications in the field of management, with special emphasis on defense systems acquisition management. Online access to other technical information centers is also available. Readers can consult Acker Library's online catalog on the World Wide Web (<http://www.dsmc.dsm.mil>) via the DSMC Home Page.

THE LEARNING RESOURCE CENTER

The Learning Resource Center provides students, staff, and faculty the opportunity for individual, self-paced training, or refresher work in subjects related to acquisition management and professional development. Tools available include personal computers, video and audio playback machines, and a growing collection of about 4,000 training packages.

THE FACILITIES MAINTENANCE DEPARTMENT

The Facilities Maintenance Department plans and controls space utilization of facilities on campus and plans facilities expansion and upgrades to meet growing requirements.

THE VIDEO SERVICES AND ELECTRONIC MAINTENANCE DEPARTMENT

The Video Services and Electronic Maintenance Department provides audio visual support for DSMC staff, faculty, and off-campus customers through several media: production support for guest lectur-



Pictured from left: Lt. Gen. Carlos Zabola, Argentine Defense Attaché, and his Aide, Lt. Col. Beauchamp, receive a tour of the Learning Resource Center from Director, Ms. Myrna Bass.

ers, classroom recording, videotape editing and duplication, satellite downlinks, and distance learning. Additionally, the Department's Maintenance Section performs equipment maintenance and repair, systems design and installation, and responds to daily requests for technical assistance and troubleshooting.

THE AUTOMATION OPERATIONS AND EDUCATION DEPARTMENT

In support of the College mission, the Automation Operations and Education Department plans, implements, maintains, and manages computer resources and information processing.

The Division maintains liaison with the Office of the Under Secretary of Defense (Acquisition and Technology), Military Departments, Federal Agencies, civilian academia, corporations and associations of the defense industry in general; also with Fort Belvoir, DAU, and Military District of Washington supporting agencies.

Total quality management is the Division's focus in providing support services to DSMC customers. Its vision guides future activities by focusing on quality support that addresses the customers' expectations.



Executive Institute



Hon. John W. Douglass (left), Senior Acquisition Executive for the Navy, is interviewed by Mr. Gibson G. LeBoeuf, Navy Chair, for an article in the *Program Manager*. Mr. Douglass is the first graduate of DSMC to become a Senior Acquisition Executive.

The mission of the Executive Institute is to provide to the Commandant, Defense Systems Management College, a talented base of senior experienced government and industry executives to serve in a variety of functions, based primarily on their individual backgrounds and organizational affiliations. In general terms, the members (designated as “Chairs” or “Visiting Professors”) provide advice and counsel to the Commandant; serve as advisors/mentors to the faculty, staff, and students; serve as instructors or facilitators for agreed-upon topics; and support or initiate research and consulting efforts, as appropriate. More specific categories and other functions of Executive Institute members are described below.

SERVICE CHAIRS

(ARMY, NAVY, AND AIR FORCE)

Service Chairs act as senior liaison between the Commandant and their respective Services, and advise the Commandant and the College on the latest acquisition policies, practices, and trends within the Services. This includes the Services’ planning and implementation of the Defense Acquisition Workforce Improvement Act (DAWIA). They bring a broad range of practical acquisition and related experience to be used in special tasking by the Commandant or in support of College customers.

DEFENSE LOGISTICS AGENCY CHAIR

The Defense Logistics Agency (DLA) Chair is the senior liaison between the Commandant and DLA and advises the Commandant and College on the latest acquisition policies, practices, and support services within DLA. This includes DLA’s implementation of the DAWIA and the acquisition reform initiatives of DoD. The DLA Chair brings a broad range of practical experience in the various missions and functions of DLA, which is used in special taskings by the Commandant or in support of College customers.

INDUSTRY CHAIR

The Industry Chair provides insight to the Commandant, faculty, and students regarding defense industry motivations, concerns, and attitudes. The Chair brings to the College an informed insight into operations and policies of the defense industry. In addition, the Chair voices industry positions concerning proposed acquisition policy that has a potentially significant impact on defense industry operations and relationships with the DoD.

VISITING PROFESSORS AND PROFESSOR EMERITUS

These Executive Institute members provide to the Commandant a body of expertise to investigate areas of concern in acquisition and to recommend policy or process changes.



Mr. George K. Krikorian, Industry Chair (left), visits with Mr. Richard Sylvester, OSD Distinguished Guest Lecturer.



BG Richard A. Black, USA, DSMC Commandant (left) speaks with Dr. Walter B. LaBerge, Visiting Professor.



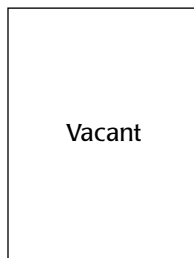
Army Chair



Mr. Gibson G. LeBoeuf
Navy Chair



Mr. B. A. "Tony" Kausal
Air Force Chair



Defense Logistics Agency
Chair



Mr. George K. Krikorian
Forrestal-Richardson
Memorial Industry Chair



Honorable
John J. Welch, Jr.
Visiting Professor



Dr. Walter B. LaBerge
Visiting Professor



Dr. J. Ronald Fox
Visiting Professor



Mr. Thomas J. Dolan, Jr.
Visiting Professor